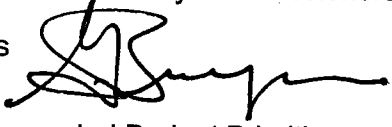


# Memorandum



**Date:** January 31, 2005

**To:** Honorable Mayor Carlos Alvarez  
Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager 

**Subject:** FY 2005-06 Recommended Budget Priorities

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In accordance with Ordinance 02-128, I am pleased to submit to you my initial recommended budget priorities for FY 2005-06. This year I hope to continue the true collaboration established during the FY 2004-05 Budget development process. Last year, my staff and I met with each elected official a number of times to ensure budget policies and priorities were communicated and that the Proposed Budget, and ultimately the Adopted Budget, was a resource allocation plan that met your goals and objectives. Thank you for your time and efforts in making the FY 2004-05 budget development process as successful as it was. I look forward to working closely with you, as well as the Commission Auditor, to develop the FY 2005-06 Budget.

I have scheduled meetings to discuss with each of you your issues and concerns as I have been developing my recommended budget priorities for the upcoming fiscal year. Although I have not been able to connect with all of you prior to the release of this memorandum, I will be meeting with each of you in the next few days, as well as numerous times throughout the budget process. As established in our resource allocation process last year, these priorities take into account those identified in the County's Strategic Plan and the departmental business plans. I have also held a retreat with my staff to discuss our goals for the upcoming year and priorities for FY 2005-06.

The priorities to be highlighted for FY 2005-06 are consistent with those established for FY 2004-05. As you know, we focused our resources towards these priorities and provided enhanced funding to pursue strategies to meet the most important goals and objectives. These priorities, goals, and objectives do not differ from last year; most of these strategies have only recently been implemented. Therefore, the FY 2005-06 budget will be developed with an effort to continue to fund those strategies that have proven to be successful and refocus our resources in areas where implementation has been stalled, efforts have not been as anticipated, or goals have been redefined. We will also make adjustments as each Commission committee approves its goals and objectives. As always, we strive to embody our vision of "Delivering Excellence Every Day."

## PHILOSOPHY

My philosophical framework for managing Miami-Dade County remains the same. This framework is now being applied to those things we must address this year. Additionally, I have challenged my directors to embody every day what I refer to as the five "Cs:" Courage, Creativity, Competence, effective Communications, and Courtesy.

- *Aligning services to focus on long-range strategic goals* – We must continue our efforts to allocate our resources to meet the goals identified through our strategic planning process and our community surveys in the most efficient way possible. We are making

progress in spreading the knowledge of these goals throughout our organization, at every level. This year, we will update our strategic plan and execute our second countywide citizen satisfaction survey. These activities will give us the opportunity to refine our goals, and we will communicate them in a meaningful way to all of our employees.

- *Re-aligning our organizational structure and business processes to reduce unnecessary administration and bureaucracy while maintaining necessary checks and balances* – We continue to review internal processes to ensure the efficient use of resources to deliver the best services possible, both within and outside of our organization. Of particular importance in the upcoming year will be facilitating improvements to our capital construction and procurement processes, the processes by which we ensure small business participation as County vendors, and continuing improvements to the building permitting process.
- *Using technology in a sound business manner to provide customer service at lower costs* – This past year, we have moved forward on an enterprise financial system and begun to address the technology needs of our personnel systems. Technology will play an important role in the successful implementation of the 311 Answer Center function. Technology is not an end in itself, but if used and funded appropriately, can improve the effectiveness of our service provision.
- *Maintaining financial stability, matching the cost of services to available resources, reducing reliance on non-recurring revenue* – One of my charges at the time of my appointment was to improve the County's financial stability. We have made great strides together, but we must continue to focus in this area. Our budget process employed for FY 2004-05 was attentive to matching services to be provided to available resources. The County has significantly reduced its reliance on one-time, non-recurring revenues and also has taken steps to increase fund balance by establishing the Emergency Contingency Reserve, which will be in its third year of existence in FY 2005-06.
- *Results-oriented government; achieving objectives in the most efficient and effective ways* – We are in the midst of our transformation to a results-oriented government. We continue to make significant strides to ensure that we are "Delivering Excellence Every Day." We published our first ever Strategic Plan in September 2004 and the Initial Community Scorecard in December 2004. Although these are noteworthy achievements, they are simply milestones of a journey that continues. We will soon deploy performance management software that will integrate critical results-oriented components of our countywide strategic plan and departmental business plans. The software is expected to become an essential tool in measuring and managing our efforts to achieve results. Our customer feedback initiatives continue; we will soon be implementing both an employee survey and a new resident satisfaction survey. We are planning to include the results from these surveys in our next scorecard, which will be released this summer.

Your leadership and support of this philosophy is crucial to our organization's success. By adopting the FY 2004-05 Budget, you showed your commitment to this framework and to meeting the goals established by our Strategic Plan. The following are the priorities I recommend be used as the basis for the development of the FY 2005-06 Proposed Budget.

These priorities are a continuation of those set for the current fiscal year; we can now use our experience thus far to analyze the successful implementation of our resource allocations for last year.

## MEETING THE PRIMARY EXPECTATIONS OF OUR CUSTOMERS

One of the most important things we must accomplish, both immediately during the FY 2004-05 and also in FY 2005-06, is the implementation of the Building Better Communities Bond Program. This program was overwhelmingly supported by the voters last November; now we must do what we said we would during the campaign: improve our public infrastructure; restore government buildings and other facilities; develop neighborhood and regional parks; support the renovation and expansion of museums and other cultural facilities; and begin all of the other projects included in the bond program. The community has entrusted us with their hopes for the future and we must deliver.

### **Priority 1: Successfully implement the Building Better Communities Bond Program**

We cannot lose focus on the progress we are making through the People's Transportation Plan (PTP). Road improvements, enhanced bus service, and planning for new transit corridors has all begun. Transit service must be reliable, convenient, and comfortable. Since approval of the PTP program, we have added 18 new bus routes or the equivalent of 2.6 million revenue miles, and 5.7 million revenue miles of improvement to existing bus routes. In the first quarter of FY 2004-05, we ordered 71 new buses that should be delivered by this summer. Since October 2003, the department has installed 643 new solar-powered bus shelters and an additional 59 are currently under construction. It is important for our community that the many improvements planned to our transportation system continue.

### **Priority 2: Continue to implement the People's Transportation Plan**

## THE LITTLE THINGS

It is with some irony that we refer to appearance, aesthetics, and upkeep as the "little things." Time and again, through citizen surveys, in community meetings, during discussions with you, it is clear that these things are most important to our residents' positive feelings about our community. Trees and other landscaping, clear signage and clean parks, streets and rights-of-way are all signs of a healthy community. Well-maintained government buildings and facilities send the message that our government cares.

So for this fiscal year, to accelerate the replacement of street name signs, we have filled eight positions, and we have completed the installation of illuminated signs at 17 intersections on a pilot basis. I appointed the Community Image Manager to enhance coordination with various state, County, and municipal agencies to beautify transportation corridors, gateways and bridges, public rights-of-way, and public facility surroundings. We are proceeding with the purchase of equipment that will improve our response to pothole complaints as well as the cleaning of storm drains in the unincorporated area. To improve the condition of government facilities, General Services Administration has filled five positions to implement a preventative maintenance program, with five more remaining positions expected to be filled by mid-February.

2005. The Park and Recreation Department purchased 925 picnic tables, 196 barbeque grills, and 490 trash cans that are currently being installed in parks throughout the County.

**Priority 3: Improve roadway signage and signals and continue installation of traffic calming devices and illuminated traffic signs**

**Priority 4: Continue maintenance and improvement of rights-of-way, parks, and other public lands and facilities, including litter clean up**

## **A VIBRANT, SUSTAINABLE COMMUNITY**

In order for Miami-Dade County to continue to be a vibrant community, it is important that our residents have a good quality of life. Many communities use quality of life indicators such as the availability of quality jobs, access to affordable housing, programs to address the needs of our most vulnerable residents – children and the elderly, and recreational and cultural programs consistent with our diverse community to measure their success. To be truly successful, we must address the needs of all segments of our community – from those with the least to offer to those with the most to give – and meet the needs of our growing community while protecting our natural resources. In our efforts to increase the number of businesses and employment opportunities, we have provided fiscal incentives to businesses through the Qualified Target Industry Program and the Targeted Jobs Incentive Program. To continue facilitating the growth of black business ownership, a total of 33 businesses have received technical assistance from the Entrepreneurial Institute. For the first quarter of this fiscal year under the in-fill program, Miami-Dade Housing Agency (MDHA) has reviewed 26 potential lots with 15 approved for development. This represents about 22 percent of the total for the year. Last fiscal year, 125 in-fill homes were completed and sold to low to moderate-income families. Currently, 20 new homes are under construction on in-fill lots and 85 projects are under quit title suits and permitting. Since the program's inception, the In-fill Housing Oversight Committee has reviewed about 1,000 county-owned vacant property with 700 having been approved for in-fill and 488 awarded to various developers. In addition, MDHA, using funding from a line of credit from Fannie Mae, is working with developers to build approximately 250 in-fill homes on 150 additional lots. The Department of Human Services is currently providing subsidized childcare services to 29,000 children. The Park and Recreation Department completed and dedicated the music hall at the African Heritage Cultural Arts Center in January 2005, and the recreational centers at Country Village Park and Country Lake Park will be ready for operation in May 2005.

**Priority 5: Ensure the continuation of efforts to balance the need to preserve our natural resources, including water quality, with the need for responsible sustainable development**

**Priority 6: Support the creation of valuable employment opportunities and provide sufficient affordable housing**

**Priority 7: Concentrate on social service needs for all segments of the community, including children's programs; healthcare and insurance; intervention, prevention and diversion programs; meals for the elderly**

**Priority 8: Expand and support recreational and cultural programs and facilities**

## A SAFE COMMUNITY

As I wrote last year, our residents must feel and be safe. Fire service in critically underserved areas and the continued extension of advanced life support fire units, improvements to response time for all public safety responders, and sufficient funding for mandated responsibilities such as the Medical Examiner and Corrections and Rehabilitation must all be incorporated into our resource allocation plan.

In our efforts to provide a safe and secure community, we completed the construction of the Tamiami Fire Station in January 2005, and we are expecting the completion of the Redlands Fire Station by the end of the third quarter of FY 2004-05. We continue to convert one fire suppression unit to an advanced life support (ALS) unit per quarter, and a new rescue unit was placed in East Homestead. Life safety inspections will be increased by hiring four additional fire inspectors by the end of March 2005. The Police Department in its effort to provide resident and visitor safety awareness and preparedness has instructed 1,000 children through the Drug Abuse Resistance Education Program, 1,750 children through the Police Athletic League Program, and 3,923 children through the Gang Resistance Education and Training Program this current fiscal year. We expect to have the South Regional Agricultural Patrol Mini-Station operational by early summer 2005, and we continue our investments to provide ongoing funding for Enhanced Enforcement Initiatives (EEI), including the Robbery Intervention Detail, Tactical Narcotics Team, Tourist Robbery Abatement Program, warrant sweeps, and other proactive crime-fighting activities. In our efforts to improve safety at our correctional facilities, the fire alarm and sprinkler system upgrades have become operational at the TKG and Stockade facilities and the smoke evacuation systems continue to be upgraded. A class for Corrections officers to create a relief pool to reduce overtime in jail operations is expected to begin February 28, 2005, and will conclude at the end of July 2005. The Office of Emergency Management has continued improving resident and visitor awareness through the dissemination of information to over 900 middle and elementary school children through a partnership with the Weather Channel.

**Priority 9: Provide required training and equipment for public safety functions**

**Priority 10: Improve response times through facility placement, community policing, and other strategies**

## A COMMUNITY OF OPPORTUNITIES

Miami-Dade County is a community of opportunities of which we must take advantage. Our global location makes us a true gateway. It is crucial that our ports, Miami International Airport (MIA) and our other airports, as well as the Dante B. Fascell Port of Miami, be ready to accept all traffic, both people and cargo, in the most efficient, effective, and secure ways possible. To that end, the Seaport has segregated cruise and cargo vehicular traffic, making traffic flow more efficient and safer for cargo and cruise vehicles. The completion of the cruise traffic loop road, anticipated by the end of this fiscal year will further enhance the safety and efficiency of vehicular traffic among cruise passengers. Among the various enhancements to the Seaport's security program is the ongoing installation of a Closed Circuit Television System, which monitors parking garages and cruise terminals as well as transactions occurring at the cargo gateway and the construction of a Command and Control Center which is anticipated to be completed by the end of FY 2005-06. By attracting customers and travelers to our ports, we

can support the international trade and tourism industry that provides a significant number of employment opportunities for our residents and may attract even more in the future.

**Priority 11: Continued implementation of the MIA Capital Improvement Plans to attract airlines and passengers and Seaport Capital Improvement Plan to allow for efficient and secure operations**

**AN EFFECTIVE GOVERNMENT**

None of these priorities can be met without an effective, efficient, and ethical government. Our interactions with our constituents must be excellent. Our internal processes must be efficient. Our actions must be honest and principled.

The implementation of the 311 Answer Center is critical to the effective provision of services to the public. Our customer service needs to be courteous and consistent. On November 29, 2004, Miami-Dade County embarked on a 'soft launch' of the 311 Answer Center. In the first two months of soft launch operation, 311 Answer Center is handling service requests for Building Code Compliance (BCCO), Team Metro, Public Works (Road & Bridge), Animal Services, and Water and Sewer (Emergency Communications). The 311 Answer Center also serves as a full-service call center for Tax Collector, Animal Services, BCCO, Property Appraiser, Building, and the County's Community Scorecard. Additionally, it handles informational calls for all County departments, and has been used to handle special and/or seasonal events such as KidCare registration and the 2004 countywide Elections. From November 29 through December 29, 2004, the 311 Answer Center handled approximately 20,000 calls per week, attended by 32 call takers.

All contact with our citizens, including the building permitting process, must be continued to ensure we are providing the best possible services. Each service we provide, from animal services to elections, should be done by experts in the field with the goal of achieving industry best practices standards. For example, the Tax Collector's Office provided an e-checking payment option in November 2004, which enhances customer service through improved technology by facilitating the payment of tax bills.

**Priority 12: Continue implementation of the 311 Answer Center and community outreach and awareness efforts**

**Priority 13: Improve the building permit and development process**

**Priority 14: Provide effective services; improve service through technology and application of best practices**

Services internal to our government must be more efficient if we are to meet our other goals. The procurement process must be as timely as possible, while meeting the goals of competition and inclusion. We must attract talented and motivated employees and provide them with the resources and opportunities they need to be successful. The Employee Relations Department will implement the recommendations of the Recruitment Business Process Reengineering Task Force by automating all recruitment processes such as requisition, approval workflow, advertisement posting, online application and screening, applicant tracking, applicant scheduling, interview results, applicant notifications, testing results, and integration with the County's human resource/payroll system upon identifying the hired applicant. The County continues to develop gainsharing agreements, under which employees can be financially

rewarded for achieving specific financial and performance goals. Agreements are currently in place with employees of the Corrections and Rehabilitation Food Service Bureau, the Finance Department Credit and Collections Section, Park and Recreation Marinas, and the Water and Sewer Department. Last year, 124 eligible employees received a total of \$215,688 in gainsharing awards. I am encouraged by these successes and look forward to establishing additional agreements in the future. The Office of Strategic Business Management is working with the General Services Administration's Fleet Management Division and the Solid Waste Management Department to develop new performance driven programs, and I hope to bring agreements in these areas to the Board for approval in the coming year.

**Priority 15: Improve the procurement process**

**Priority 16: Attract and retain a talented and motivated workforce through effective recruiting, performance standards and training, and gainsharing and managed competition**

Our government must be fiscally stable to achieve success. Fiscal stability may be measured in many ways, and we have made progress in many areas. We have reduced our reliance on one-time, non-recurring revenues by 40 percent, to approximately \$39 million from \$62 million. The Emergency Contingency Reserve, established last year, is estimated to have a balance of \$24.5 million by the end of this fiscal year, and over \$39 million at the end of FY 2005-06. With the help of the Office of Strategic Business Management, the Public Health Trust (PHT) identified \$80 million in capital and reserve funds to eliminate their FY 2004-05 projected budget shortfall, but we must continue to address funding issues for next year to shore up the PHT's financial stability. We must also ensure that the rate structures for our enterprise operations are sufficient to support the capital plans, financing requirements, and operations dictated by regulatory requirements.

Finally, our citizens must feel that their government is ethical and all decisions are made based on what is best for the public good. We have improved accountability by hiring eight cashier positions at the Team Metro regional offices to process direct sales transactions and we continue to make strides in other areas.

**Priority 17: Ensure adequate proper rate structure to provide adequate funding for requirements of enterprise operations including Water and Sewer and Solid Waste Management**

**Priority 18: Continue to improve financial stability**

**Priority 19: Addressing concerns related to the Public Health Trust**

**Priority 20: Promote an honest, ethical government**

**NEXT STEPS**

I am recommending these priorities as the basis for the beginning of the FY 2005-06 Resource Allocation Process. As we gather information concerning the dynamic needs of our community and the success of the programs and activities funded for FY 2004-05, the areas of our focus will be refined. My staff will include a presentation of these priorities on the upcoming Commission Committee agendas. As I have discussed with many of you, we will be working with the Chair's Office to schedule a facilitated workshop to promote productive discussion of budget priorities and development of specific goals and objectives. In March, the Mayor will present his budget message and in April, with the assistance of the Commission Auditor, the

Board will approve its budget policies. The Proposed Budget will be released in June, reflecting the consolidation of all identified priorities.

I continue to be excited by the possibilities of this refined budget process, now in its second year. Progress was made in the development of the FY 2004-05 Adopted Budget, and I am confident that the product of this year's efforts will position us even better to achieve our vision of "Delivering Excellence Every Day." I look forward to working closely with each of you throughout this process, as we did last year, to address your priorities and concerns.

- c: Honorable Harvey Ruvin, Clerk, Circuit and County Courts  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Honorable Katherine Fernandez-Rundle, State Attorney  
Honorable Bennett Brummer, Public Defender  
Robert A. Ginsburg, County Attorney  
Assistant County Managers  
Department Directors  
Marvin O'Quinn, President, Public Health Trust  
Robert Meyers, Executive Director, Commission on Ethics and Public Trust  
Christopher Mazzella, Inspector General  
Charles Anderson, Commission Auditor  
County Manager's Assistants  
OSBM Staff